

16 August 1973

MEMORANDUM FOR: Director of Personnel

SUBJECT : The APP

1. I have just completed a detailed review of my Office's submission of the APP, Part I. I must admit that it confuses me. I have been told that it is a management tool, but I am lacking operating instructions for its use. The utility of the top sheet summarizing planned promotions is evident. But many of the entries in the remaining sheets don't make sense to me. It is not clear how I am supposed to use them to improve my management of the office personnel, or how they will be used by the Directorate to monitor the office's progress.

2. I also got the impression that the people in my office who helped compile these statistics did so mechanically, with no real understanding as to what they were for. The emphasis seemed to be on making sure that all the little boxes were filled in.

3. Please don't misunderstand me. I am not fighting the problem. But I think I need help. I would appreciate very much having someone from your office come in and explain to me and to some of the senior people just how we are to use this plan. If you agree that this would be useful, then I would also suggest that the explanation be in concrete rather than abstract terms. That is, we have completed our APP submission and sent it to the Directorate, with a copy to your office. It would be helpful if whoever you delegate to help us were to study our submission beforehand. Then when he came over to talk to us, he could discuss the APP as it related to the statistics we have already furnished.

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DAVID S. BRANDWEIN  
Director

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